

Date: April 24, 2008

To: Mayor Ballard

From: Michael Huber and Kristen Tusing, Office of Enterprise Development

Re: IndyStat – first Mayor’s Action Center (MAC) meeting Friday 4/25/08

CC: Paul Okeson, Chief of Staff
Sarah Taylor, Director of Constituent Services
David Reynolds, Controller
Chris Cotterill, Corporation Counsel
Shital Patel, Chief Information Officer

The first MAC IndyStat meeting is scheduled for April 25, 2008. In preparation for this first meeting we wanted to brief you on the MAC measures and to highlight issues for discussion.

MAC IndyStat templates – see attached. The two attachments provide the financial and service performance measures for the MAC which will form the basis of our first discussion. These measures may change based on IndyStat discussions; the attached represent our “first cut” at the numbers that drive MAC performance.

MAC Service Measures

- Total Number of Calls for the Month.
- Total Number of Hours Worked. Hours worked for the month by MAC call center staff.
- Abandoned Call Time. This measure represents the time a caller waits on the line before hanging up.
- Abandoned Call Rate. This measure represents the percentage of calls in which a caller hangs up before speaking to a MAC customer service representative.
- Answering Call Time. Indicates the average time that it takes a caller to reach a MAC operator.
- Average Call Length. The average amount of time that a MAC caller is on the phone before hanging up or being transferred out of the MAC to a department.
- Average After Call Work Time. The average amount of time it takes a customer service representative to finish a service request after caller is off the line.
- Percentage of Transferred Calls. The percentage of calls to the MAC that are transferred to another department out of the total number calls.
- Top Ten Transferred Destinations for March. Represents where transferred calls were sent to handle caller.

- **Top Ten Service Requests.** This is not really a measure of MAC performance, but it provides an interesting breakdown of MAC service requests by category.

Potential Issues for Discussion

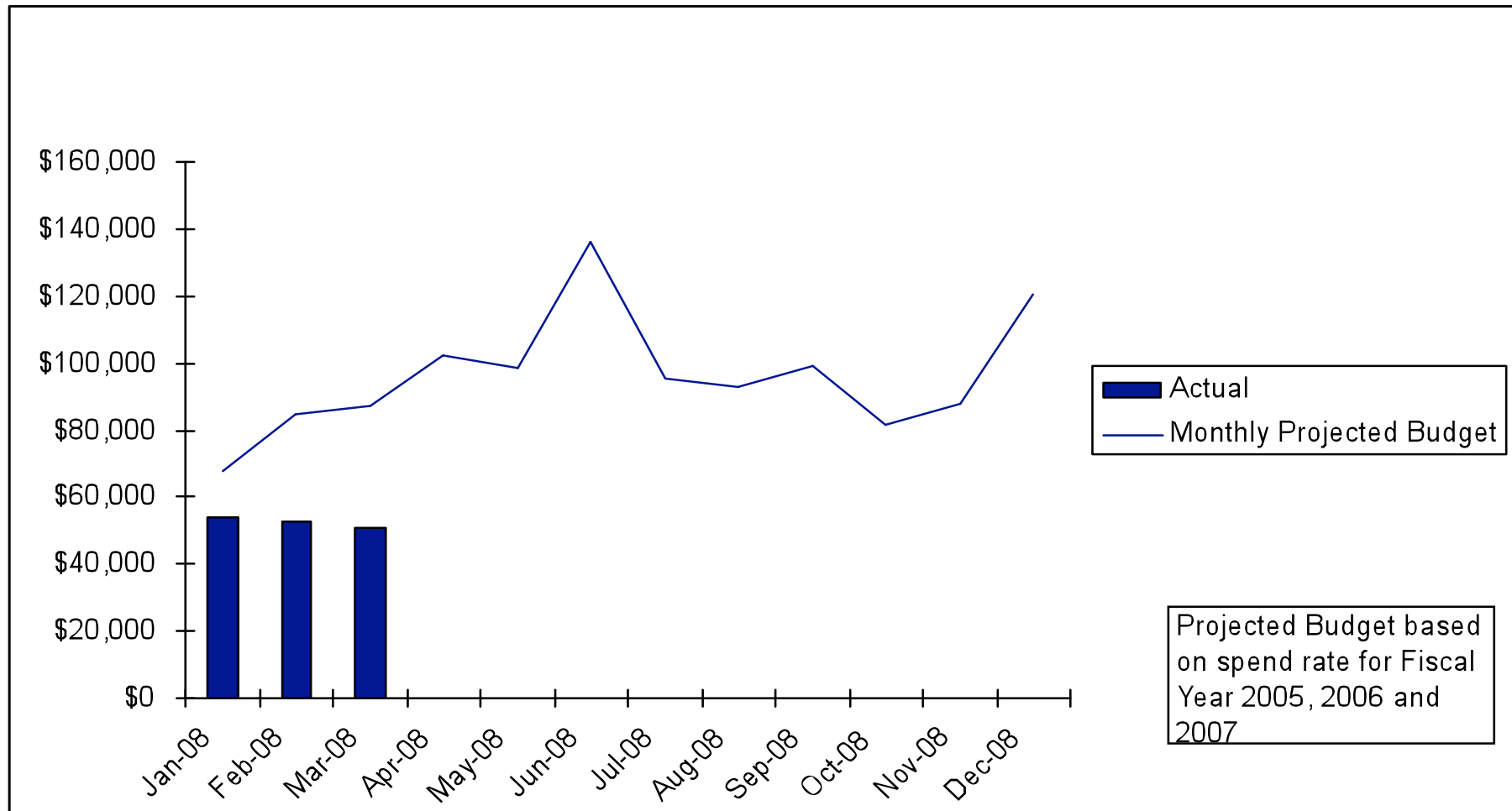
- **Abandoned Call Rates and Related Problems.** What strategies can help reduce the Abandoned Call Rate?
 - What are the peak times of day for MAC calls? How does the MAC allocate resources to account for these peak times? What are regular MAC hours?
 - What Abandoned Call Rates, Answering Call Time, and Average Call Length should be considered reasonable per industry standards?
 - Are there particular MAC calls of a high complexity that drive up call length?
- **Top Ten Service Requests.**
 - What can we do to reduce the service requests in the high volume categories?
 - What are our current limitations to routing information to departments for fulfillment of service requests?
 - Do we track the number of calls we route to each department? Each individual phone number?
 - How do we define “repeat calls”? Do we have the ability to track repeat calls by category?
 - Who “owns” the service request? Is the MAC involved in confirming that a service request has been completed by one of the departments?
 - How are we working with the departments who fulfill service requests? DPW? DMD?
 - Which calls to the MAC should never go to the MAC in the first place? Are there things we can do to prevent these calls or direct them to the correct department before the call comes to the MAC?
- **Productivity and Efficiency.**
 - How do we measure customer service representative productivity?
 - Do we currently measure productivity at different times of day/month/year?
- **Scheduled Improvements and Upgrades.**
 - How will the Accela implementation (scheduled for winter 2008) improve MAC performance?
 - What alternatives exist to transform the MAC’s operation?

MAC IndyStat

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Actual to Budgeted Operating Expenses

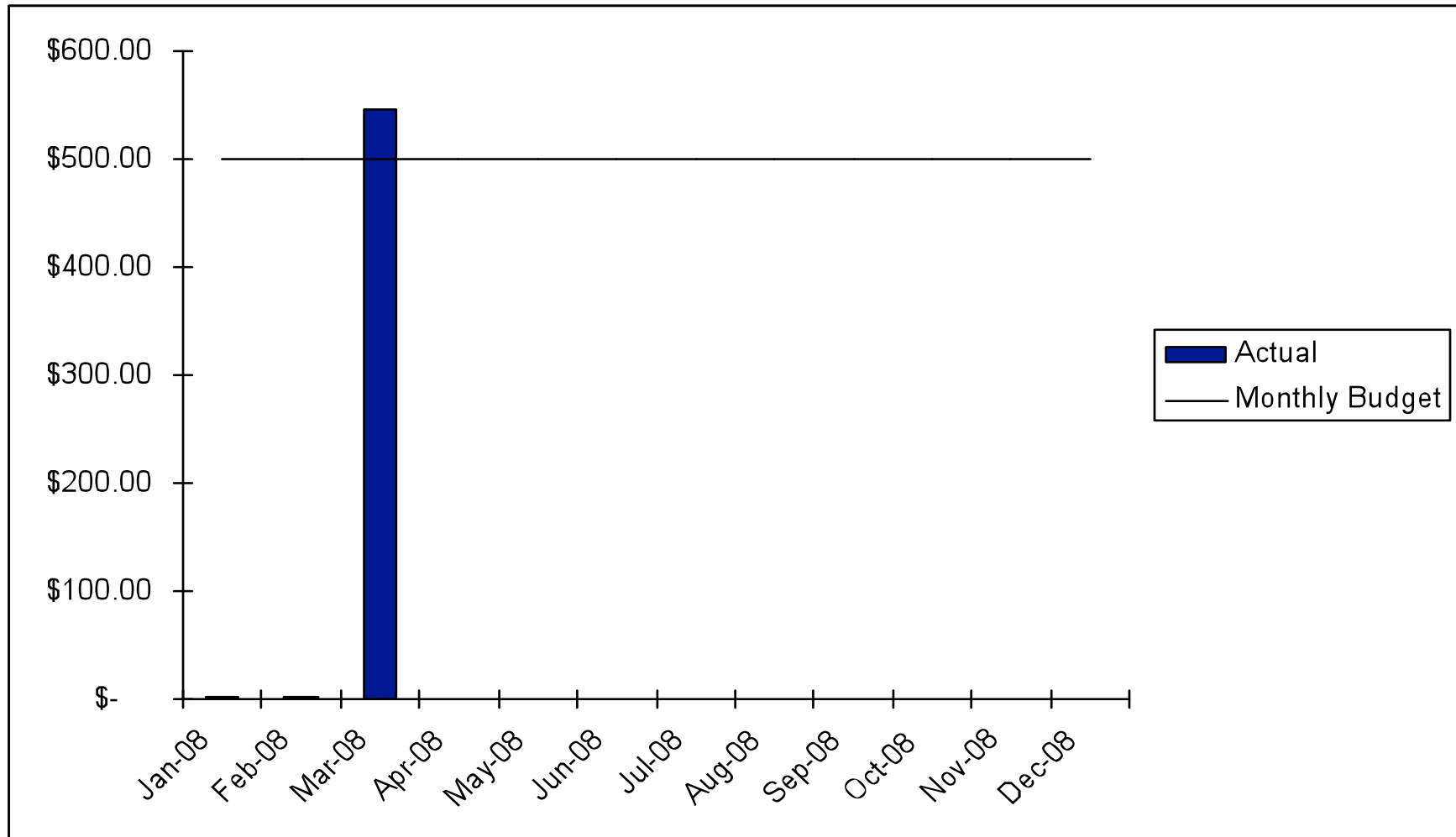


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MAC



Overtime Expense

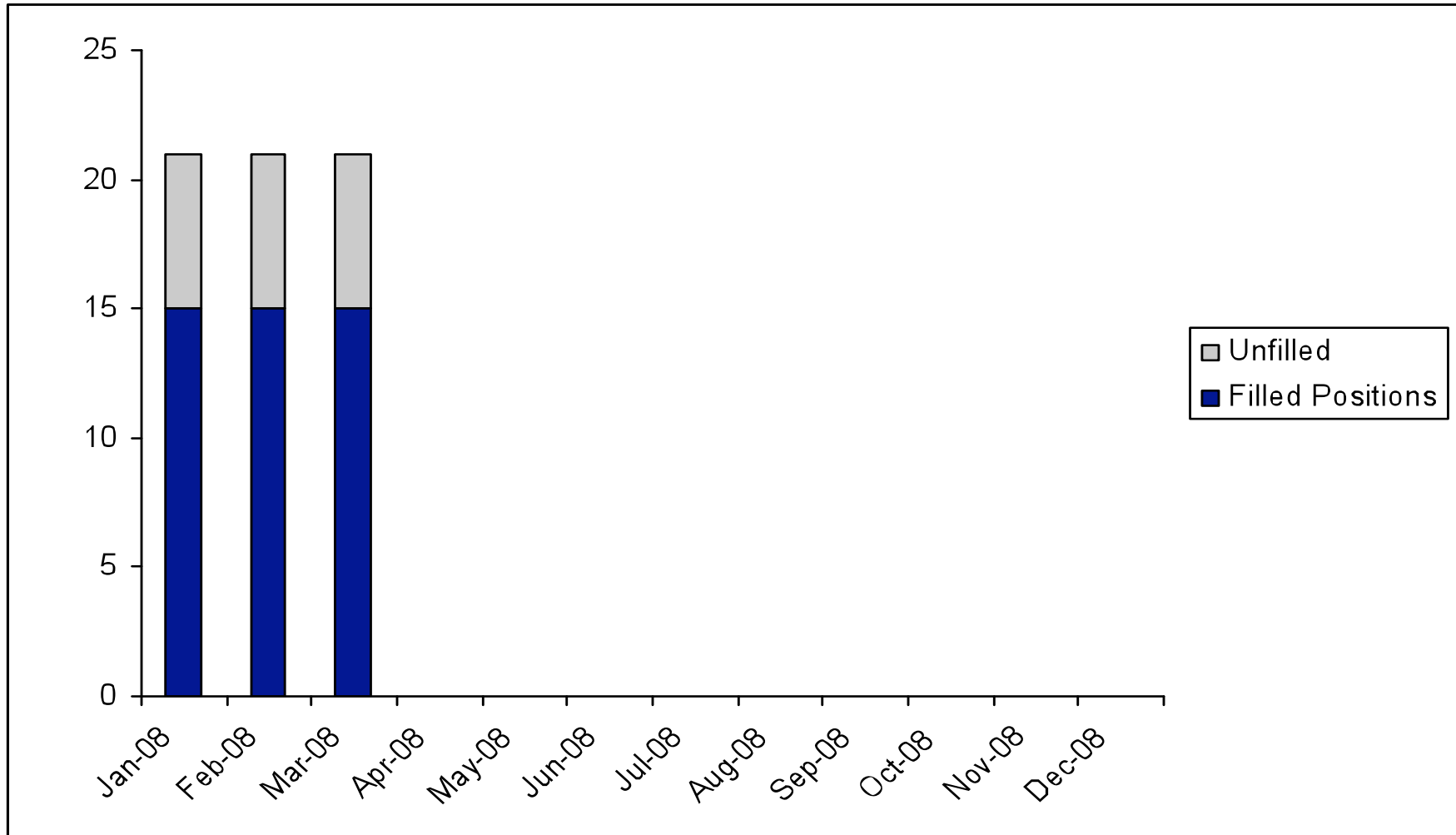


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Staffing Levels

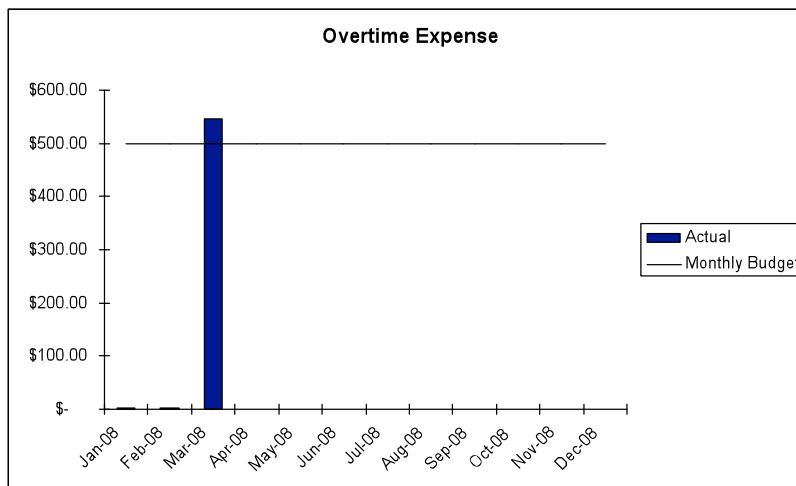
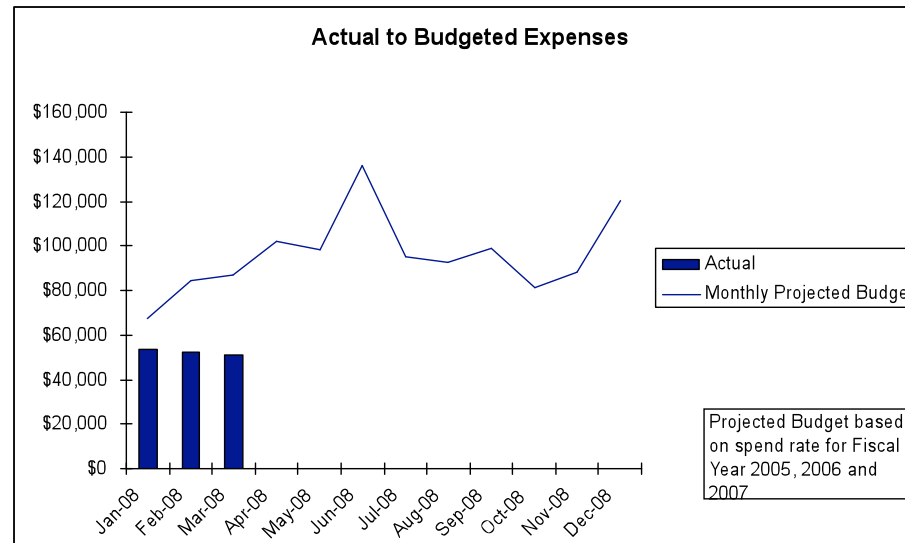


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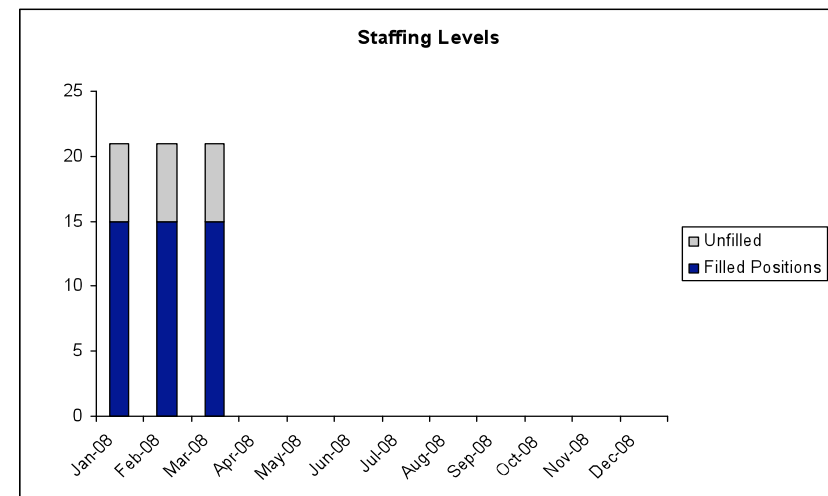


Financial Measures

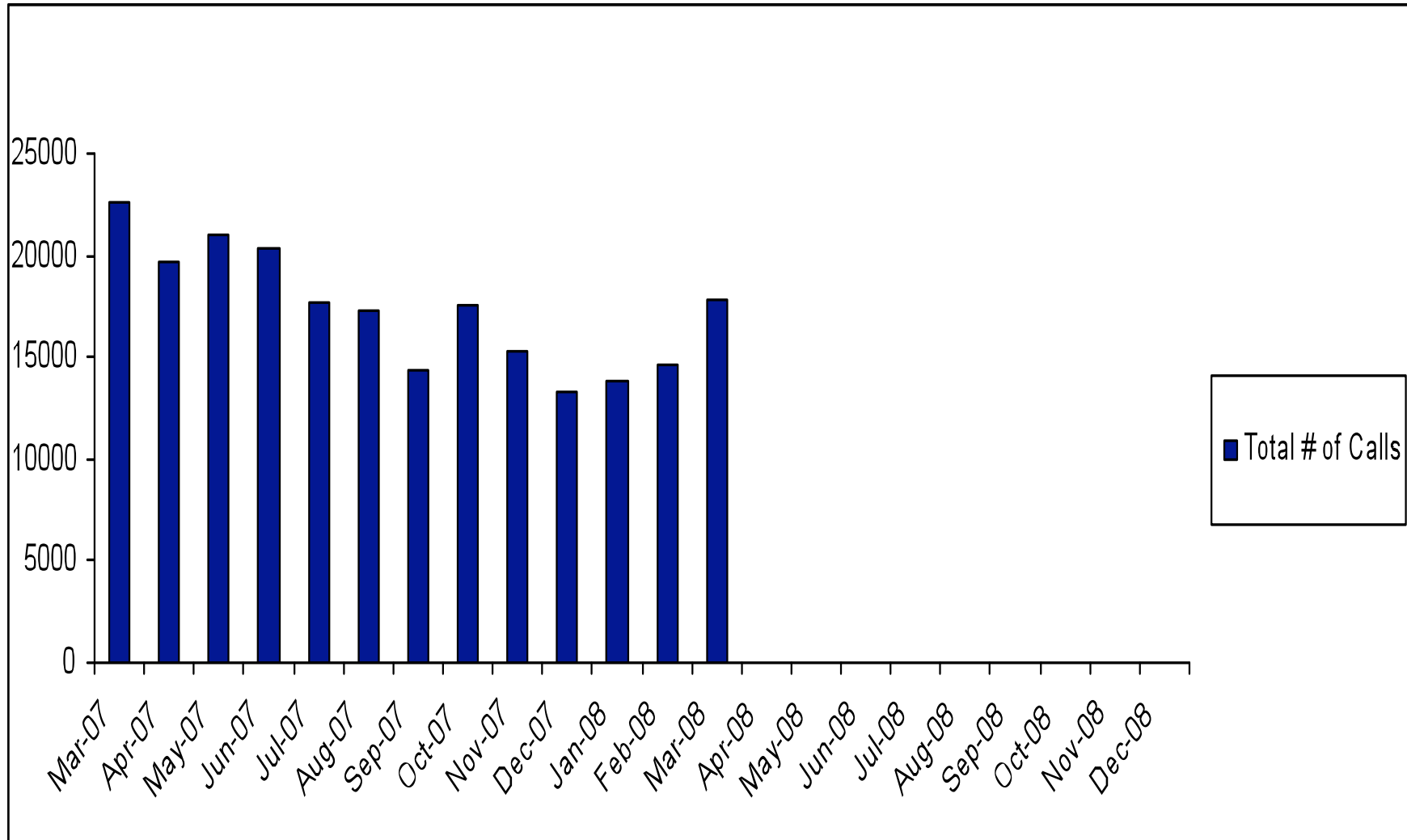


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Total Number of Calls

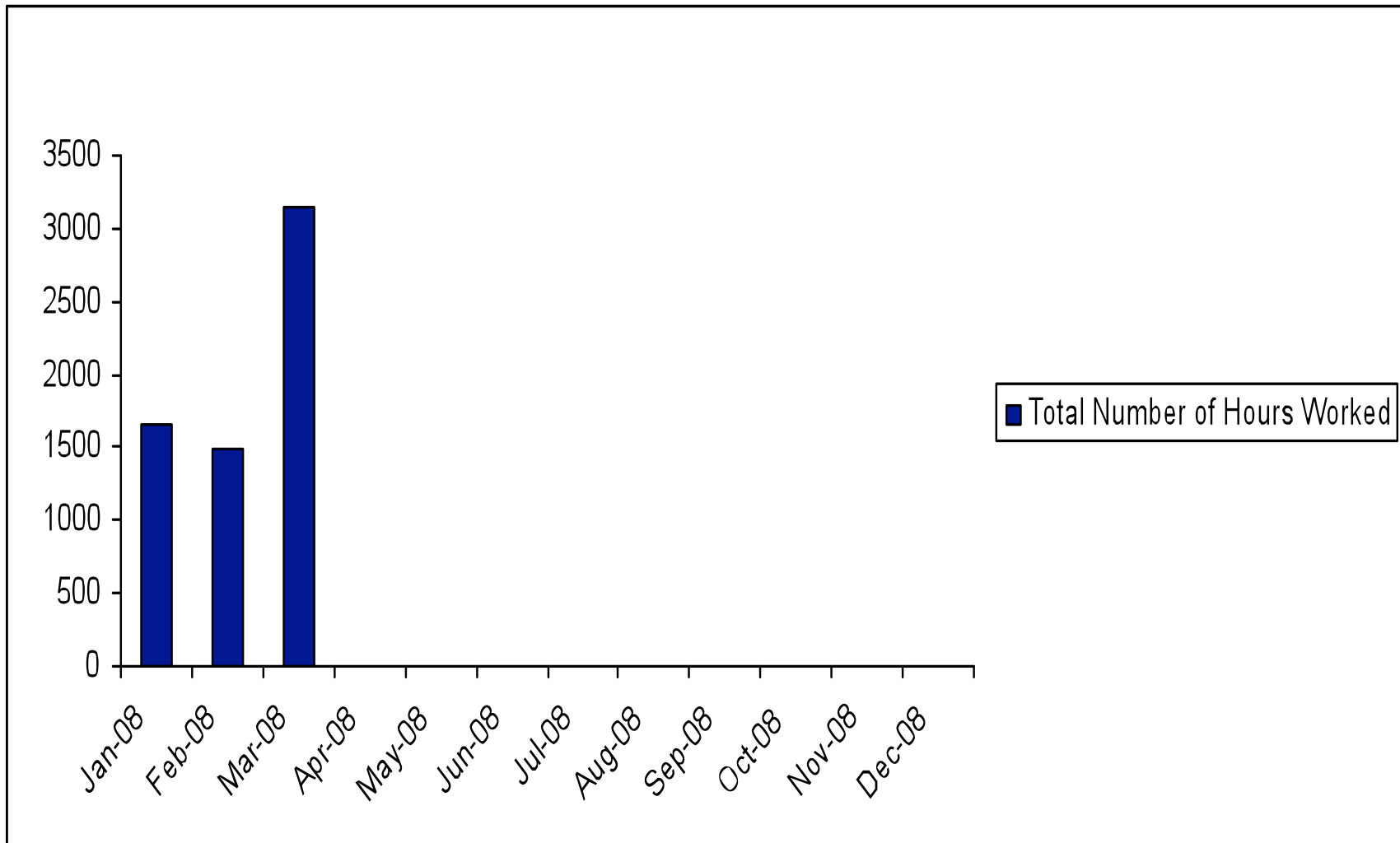


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Total Number of Hours Worked

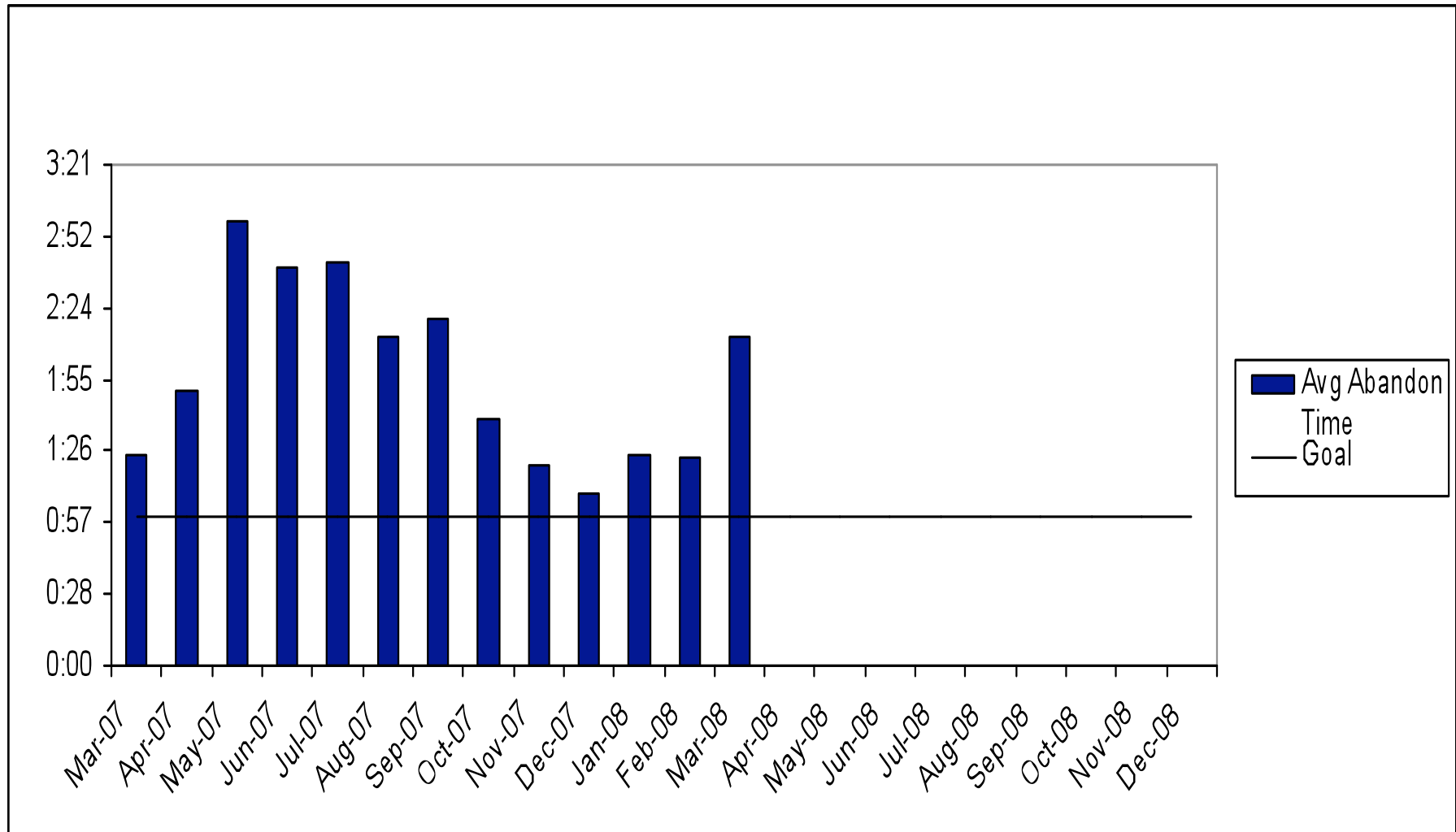


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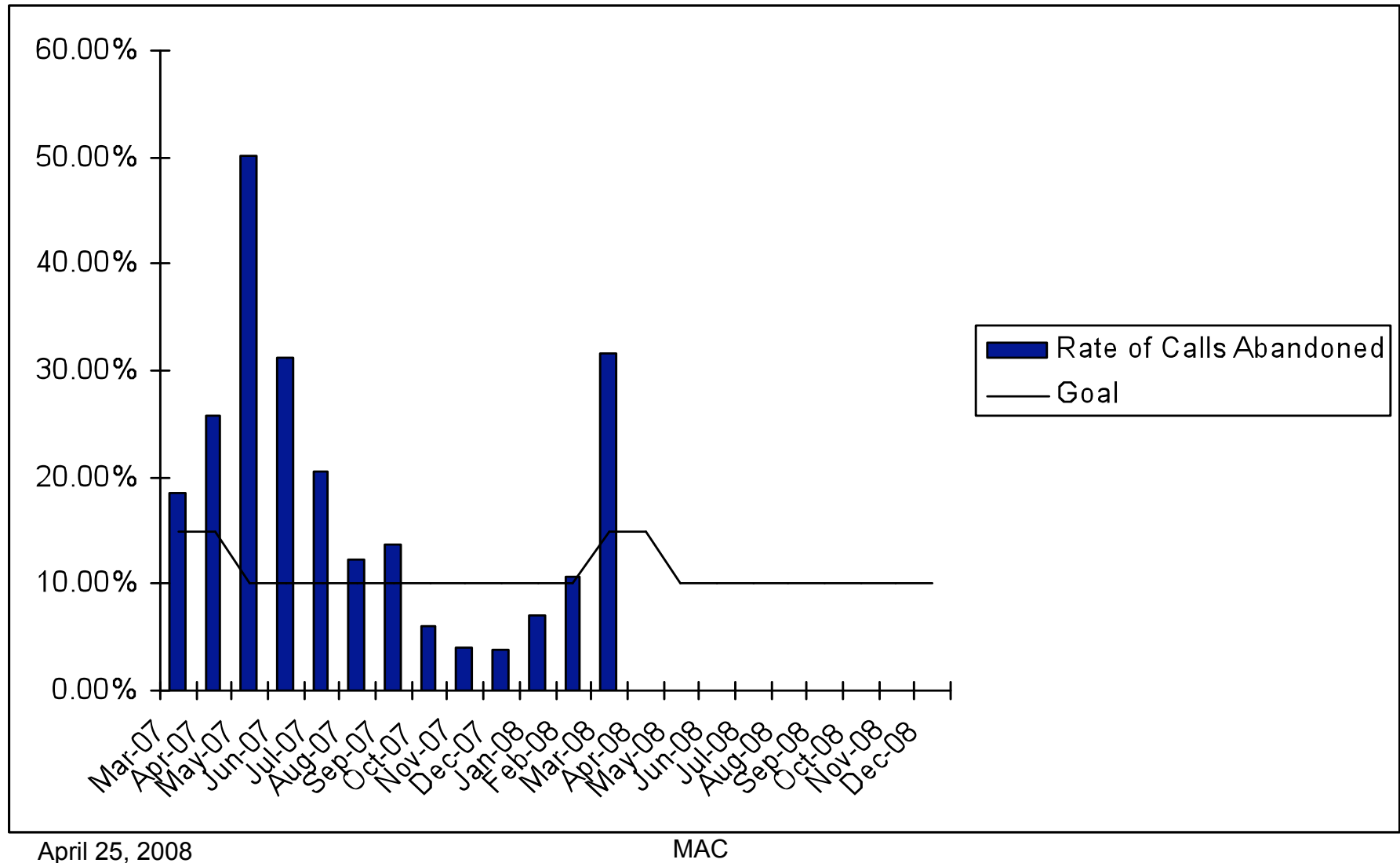
Abandon Call Time



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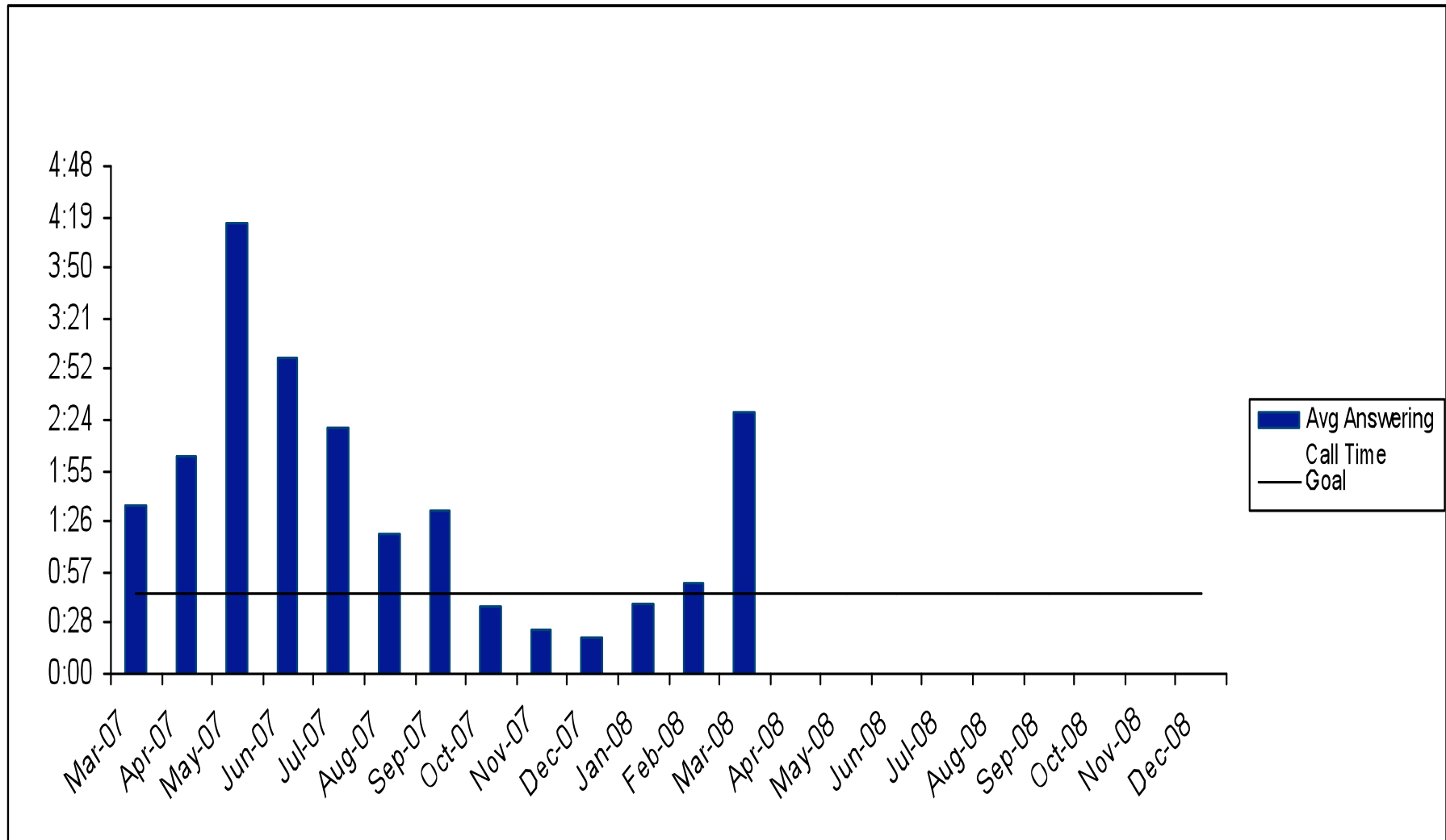
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Abandon Call Rate





Answering Call Time

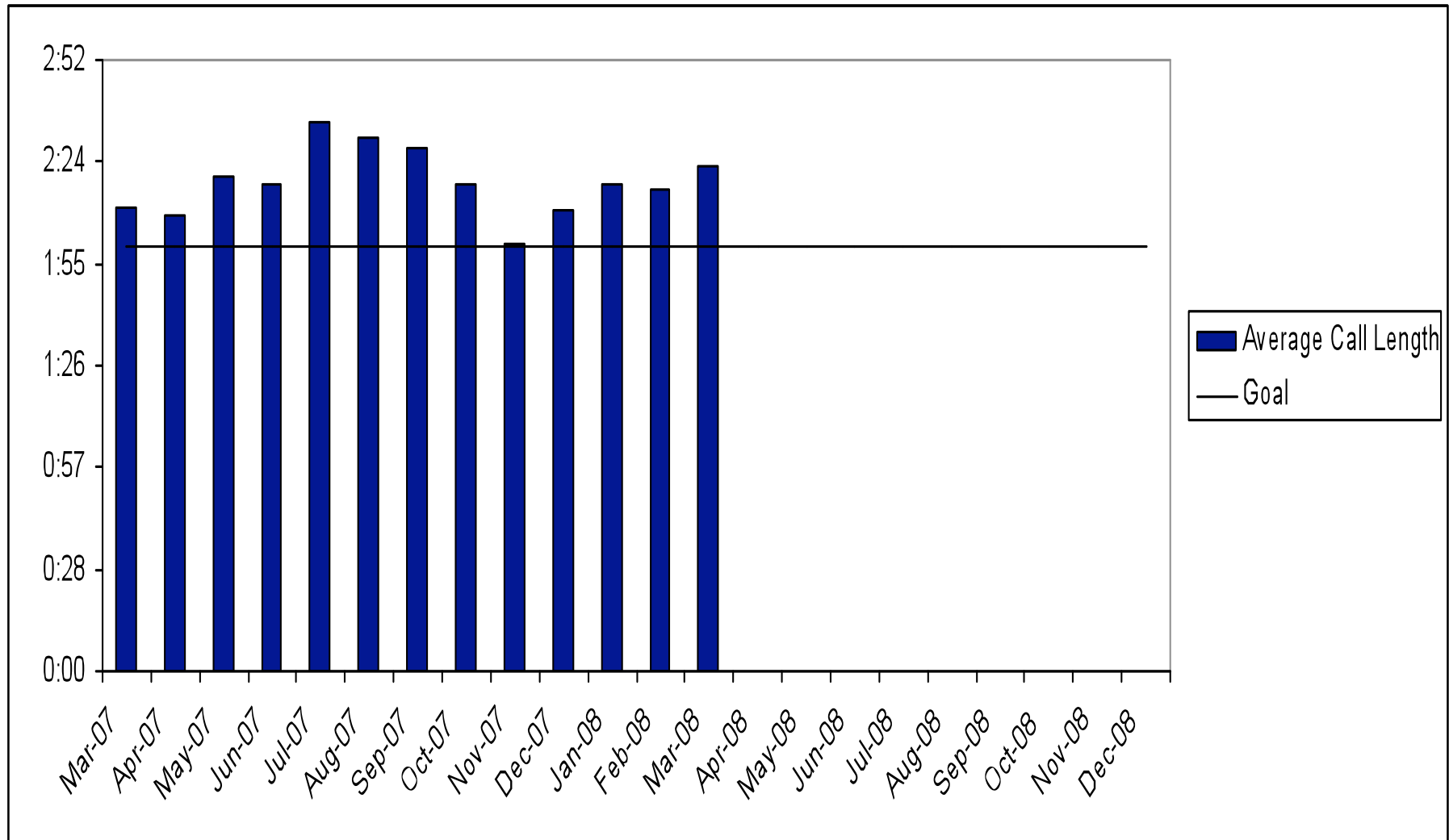


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Call Length

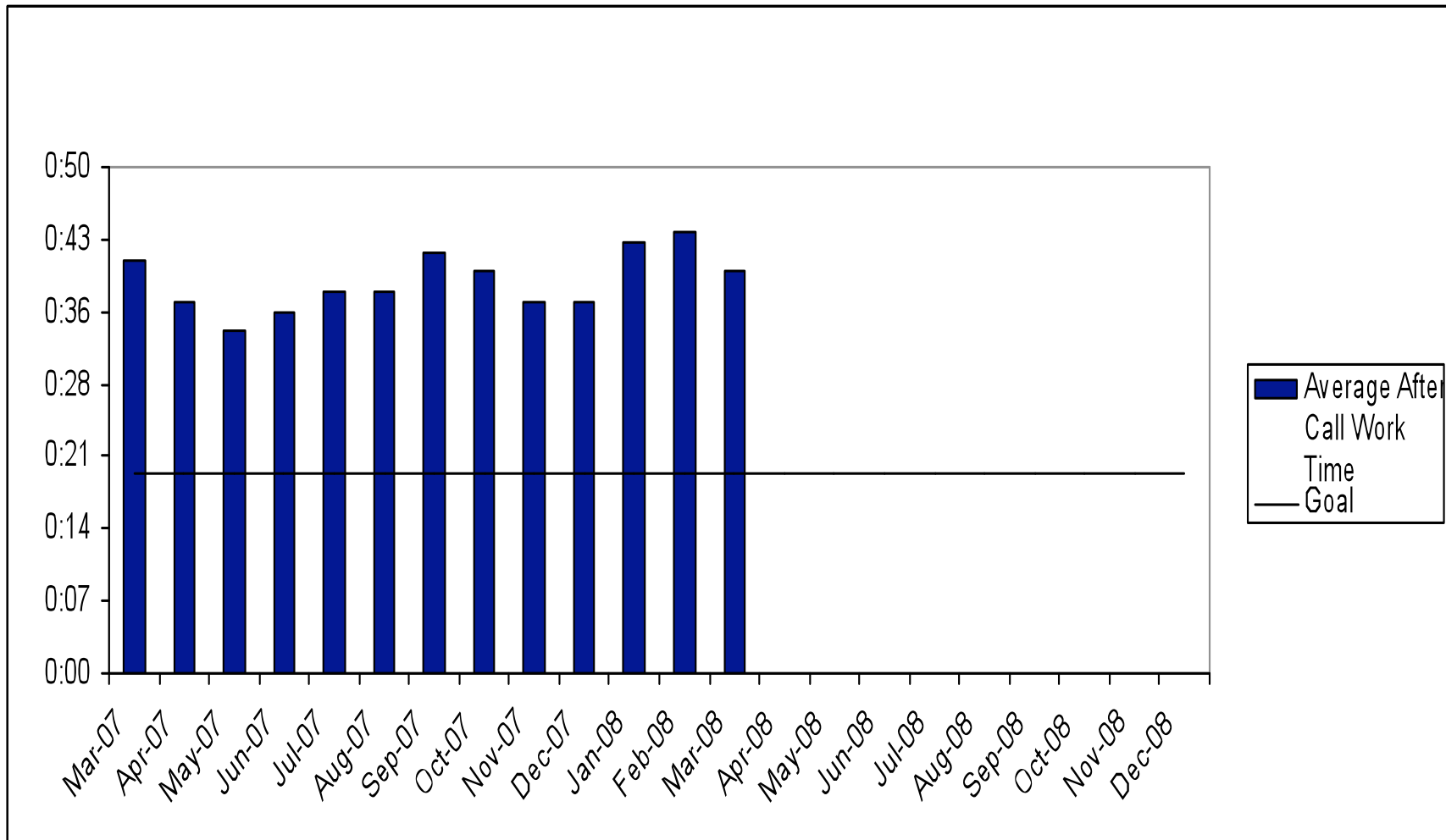


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Average After Call Work Time

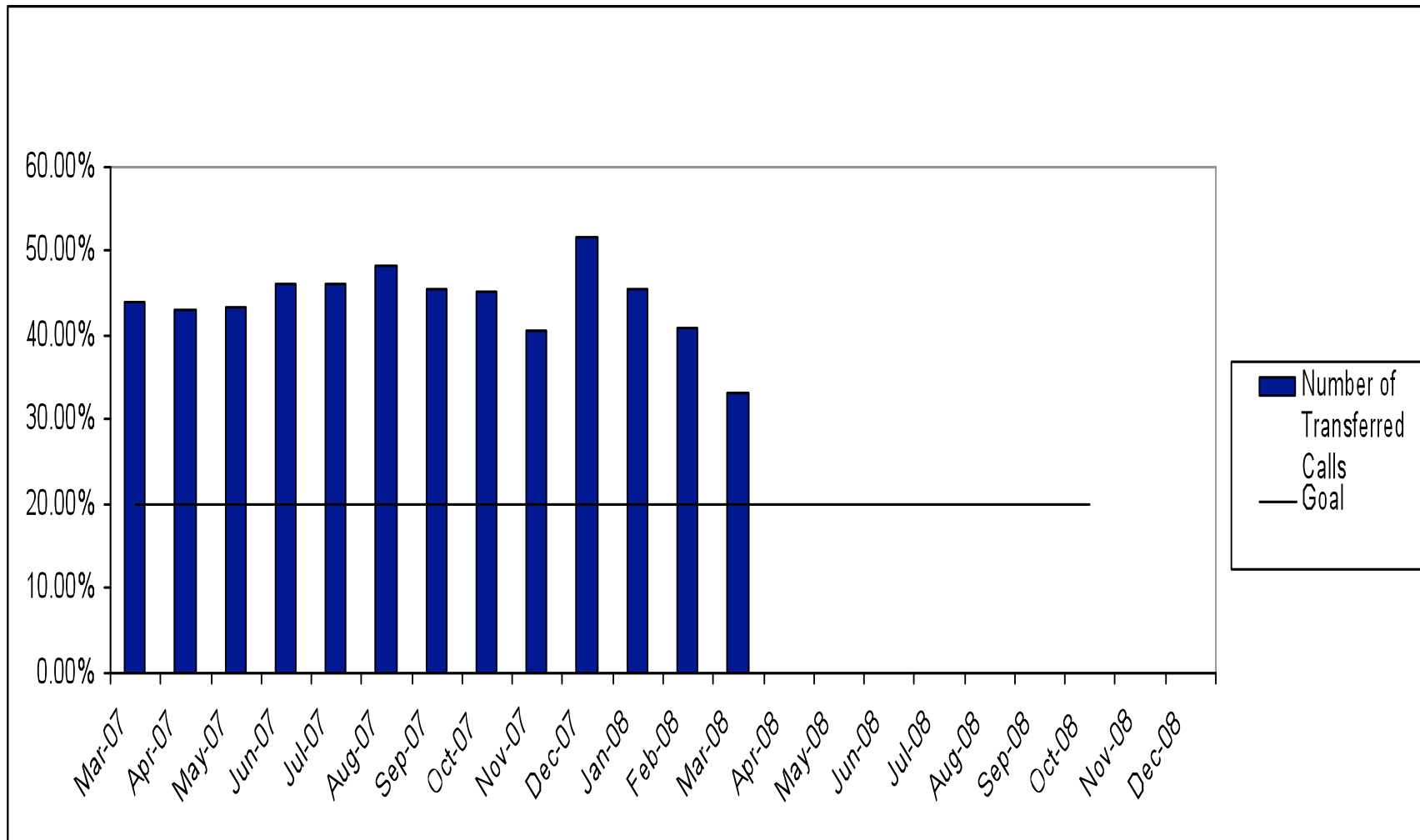


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Percentage of Transferred Calls

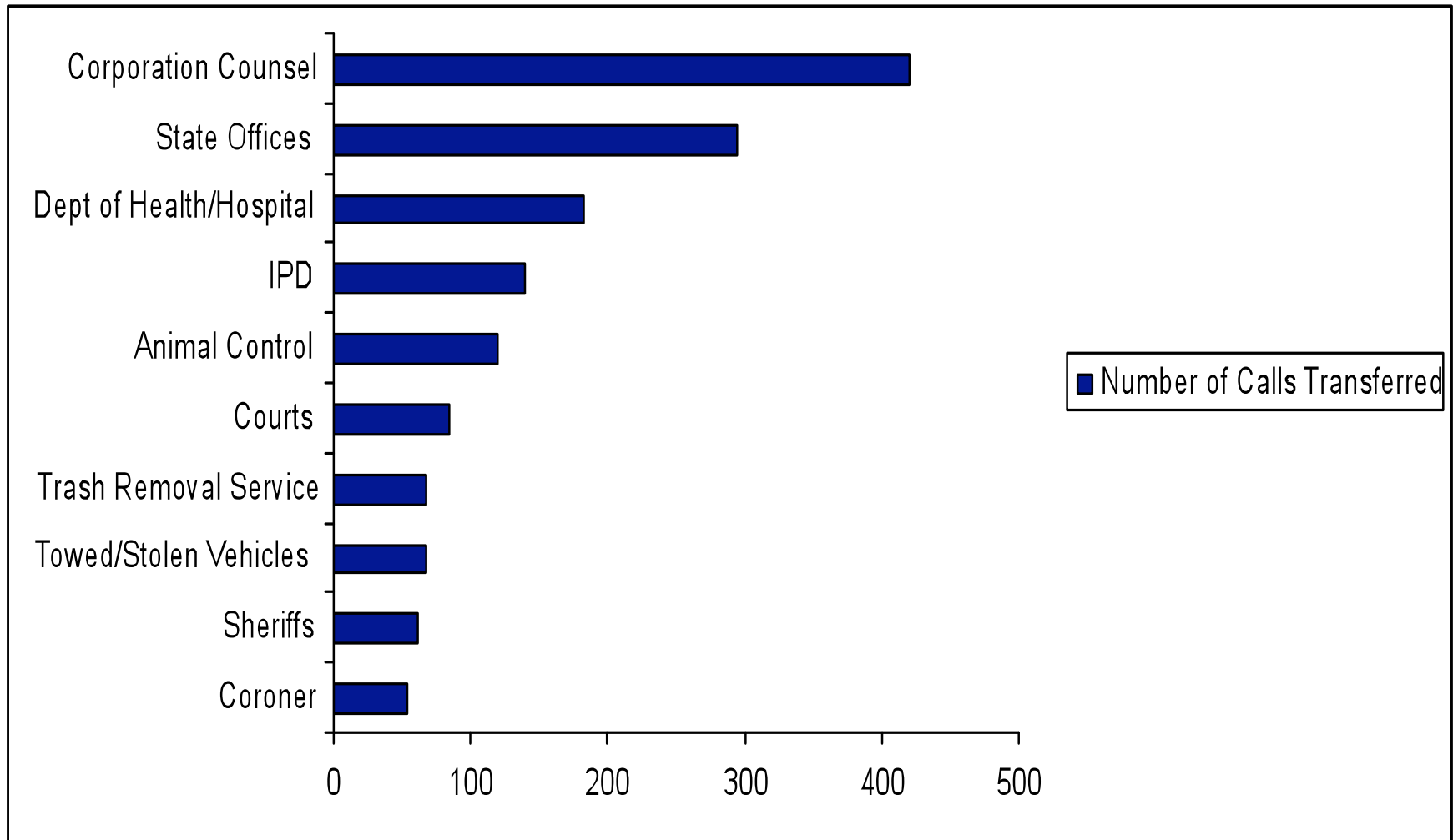


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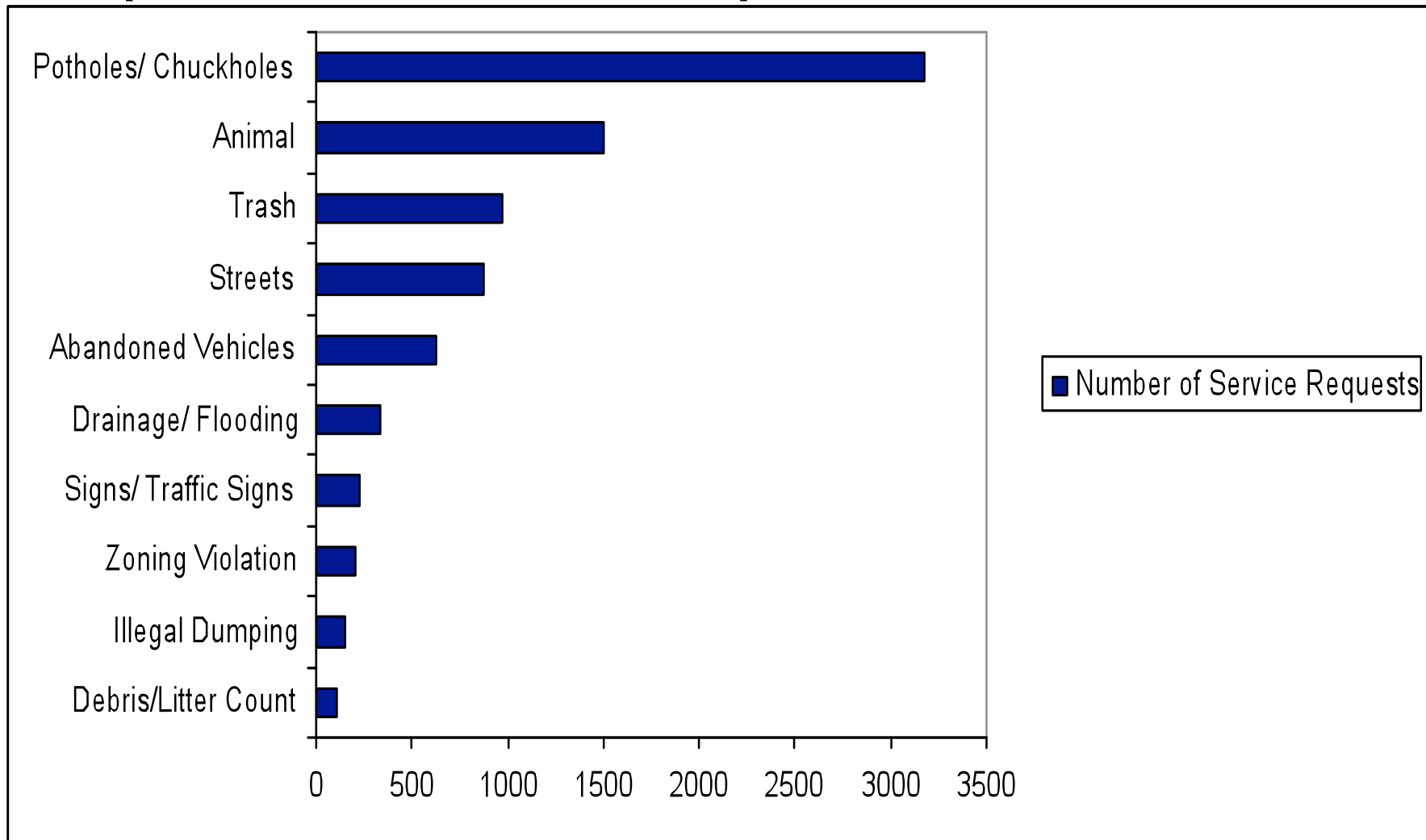
MAC



Transferred Call Destinations for March



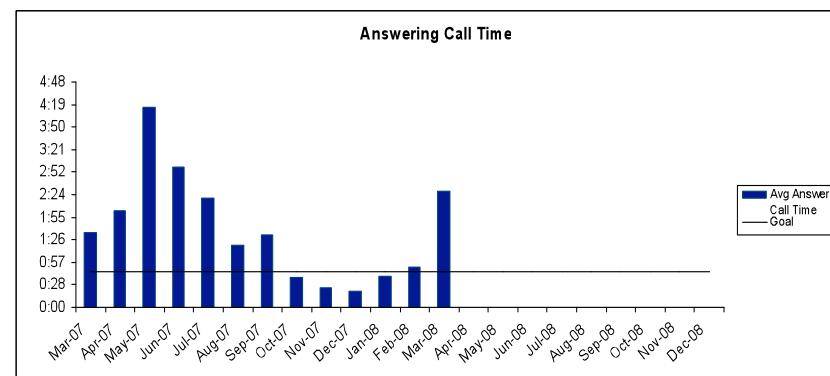
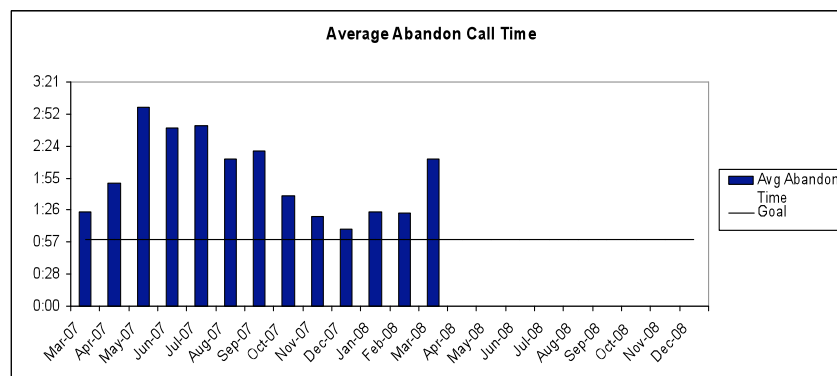
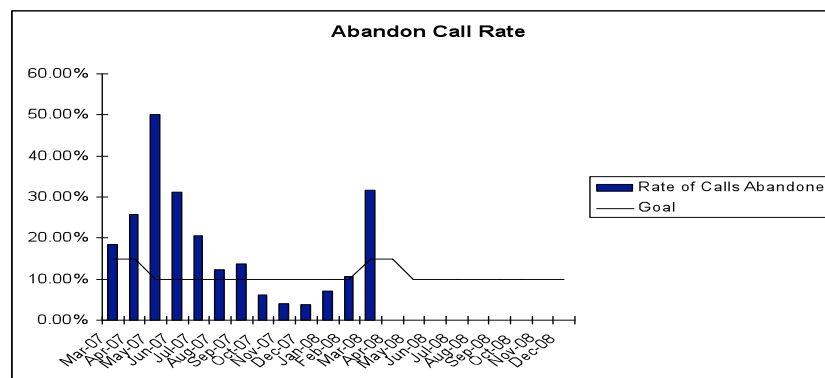
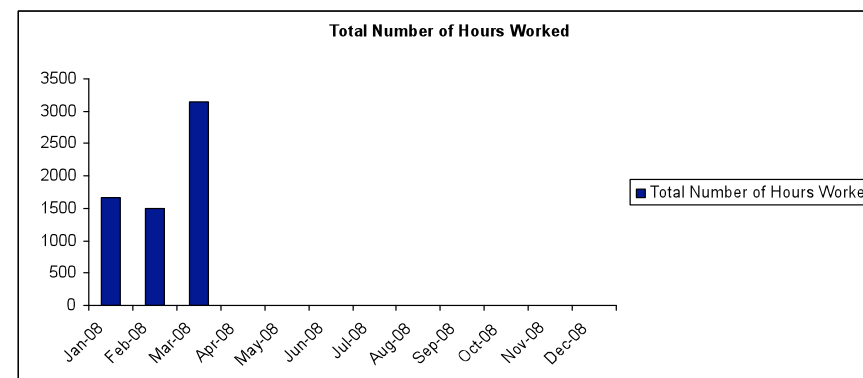
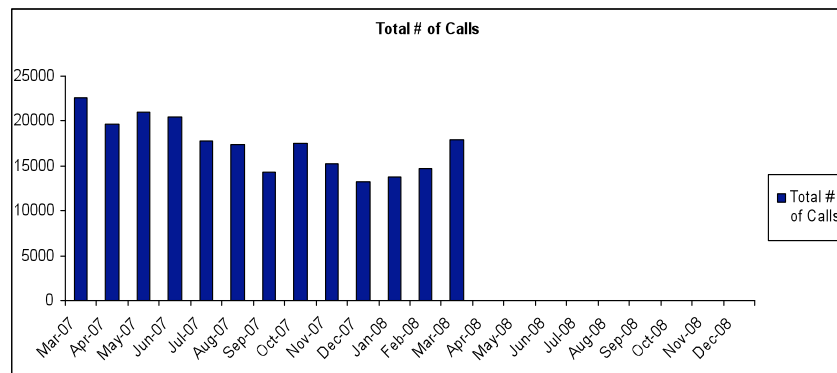
Top Ten Service Requests for March



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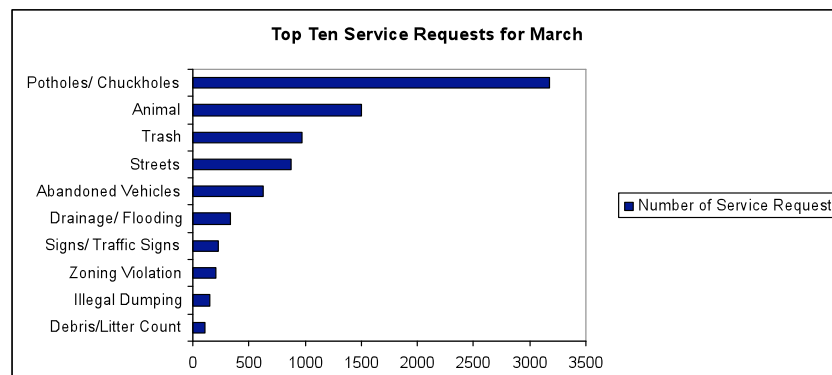
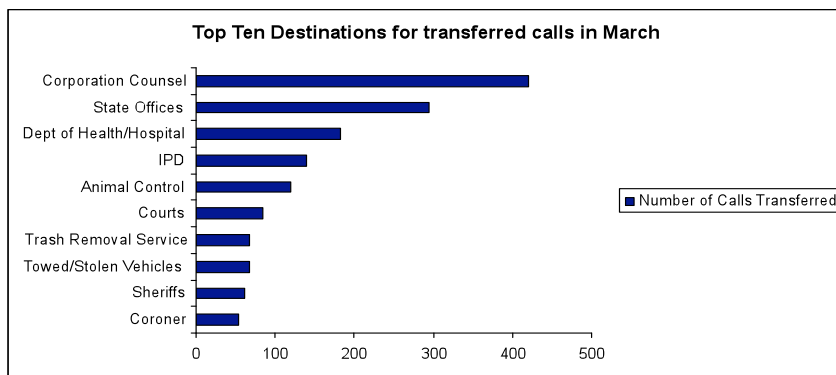
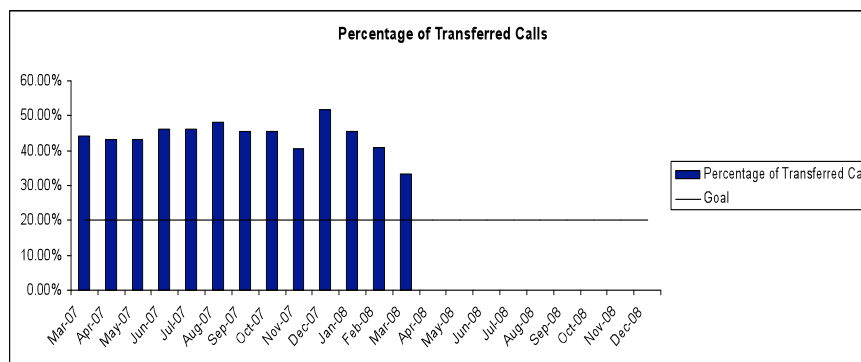
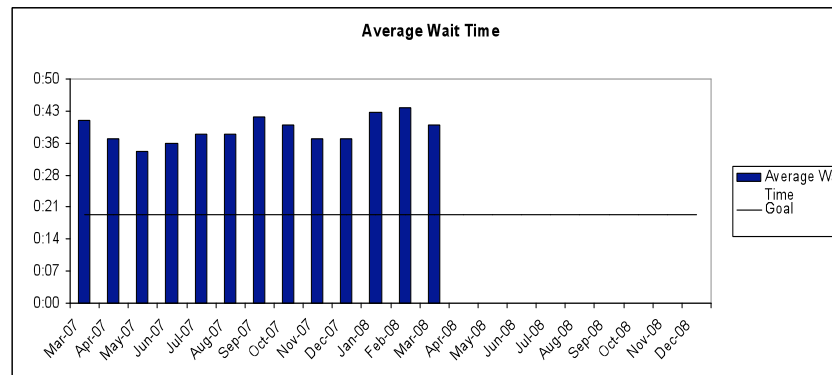
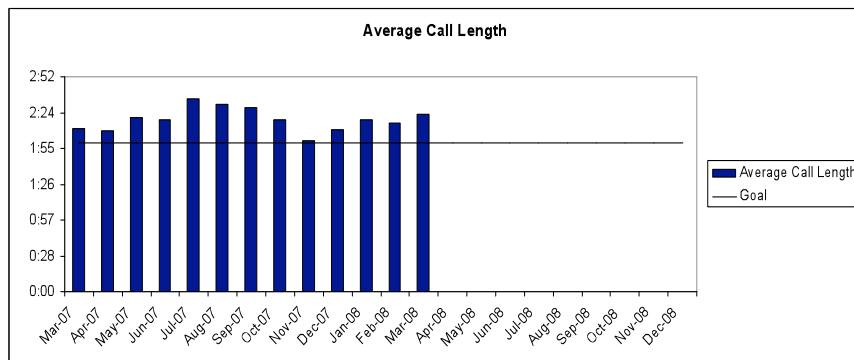
Performance Measures



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MAC

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Next MAC IndyStat Meeting

Friday, May 23rd
9:00am
Room 260